CORRECTIVE ACTION REPORT FORM

Executive Summary

Overview of Exercise

The Riviera Evacuation Drill was a half-day event held, on Saturday April 28, 2007. The exercise was sponsored by the City of Santa Barbara Fire Department and the Office of Emergency Services. The drill was co-sponsored by the Riviera Association and Santa Barbara County Fire Safe Council. The exercise was the first full-scale drill the City has conducted with a full-time Emergency Manager. The drill simulated an urban interface wild fire in a highly populated area of Santa Barbara City. (See Enclosure 1 – Scenario Map)

The drill included the evacuation of residents within the designated area. A total of four mailings preceded the drill to encourage participation by the residents. In addition to the mailings, several volunteers from different agencies conducted door-to-door canvassing of the designated evacuation area with information packets that included disaster planning and evacuation brochures. Approximately 70% of the residents participated in the drill. (See Enclosure 2 – Statistical Sheet)

Key strengths identified during this exercise included:

- Excellent planning was demonstrated by all government and non-governmental agencies, volunteers and private citizens.
- All participants had a positive attitude and were able to recognize planning shortfalls prior to the drill.
- The majority of participants attended all team planning meetings, trainings and played a major part in contributing to the drill.

The drill identified recommended improvements to be made in the City's Emergency Operations Center (EOC).

Recommendations include:

- Additional staffing within the Operations Section of the EOC.
- Larger workspace within each Section to conduct operational tasks
- Communication issues:
 - Radio frequencies were not accessible to the Operations Section in the EOC
 - A CAD terminal is needed by Fire and Police to monitor units and apparatus in the field
 - Information Systems technician is needed within the EOC at all times.
- Additional training:
 - o On EOC computers
 - Use of EOC Forms
 - Information flow between the EOC Sections
- Other areas include:
 - o GIS software for mapping and tracking progress of fire
 - Identify a Liaison Officer early to work with the non-governmental agencies within the EOC
 - Standardized EOC identification for all EOC staff for security

The City's Office of Emergency Services will use the results of this drill to update the City's EOC Activation Plan and begin a training program for EOC staff.

Follow-up exercises will include a focus on communication improvements within the EOC. The City of Santa Barbara does have an alternate EOC, should the primary EOC site be unavailable in an emergency. Also the City will look into training opportunities for all EOC staff.

Chapter 1: Exercise Overview

Exercise Name:

Riviera Evacuation Drill (RED) Field Name: Riviera Incident

Location:

City of Santa Barbara, California

Duration:

The Drill lasted approximately 2.5 hours in the field and 4.5 hours in the Emergency Operations Center (EOC)

Type of Exercise and Date:

Full-Scale Exercise - Saturday April 28, 2007

Background:

The City of Santa Barbara Fire Department and the Office of Emergency Services in conjunction with the Riviera Association and Santa Barbara County Fire Safe Council planned the drill in the Riviera area in Santa Barbara City. The Riviera has a two mile span which separates Mission and Sycamore Canyons. The Riviera is famous for its semi-tropical appearance, with lush plantings. It is called the Riviera due to its resemblance to slopes along the Mediterranean coasts of France and Italy. The Riviera is a highly populated residential area that includes a business park, two schools and hotel (currently undergoing renovation).

Two aspects of the drill; 1) educate the residents in the Riviera area on wildland fire preparedness and evacuation; and 2) test the City's emergency response plans. This evacuation drill gave residents, field emergency response providers and Emergency Operations Center staff a realistic view of the potential impacts within the city during an evacuation of the Riviera.

The drill scenario was based on a wind-driven wild fire sweeping down from the North West area above and the Riviera. Unified command structure was established between Santa Barbara City Fire Department, County Santa Barbara Fire, Montecito Fire Protection District, Carpinteria-Summerland Fire Protection District, and the US Forest Service. Law Enforcement agencies assigned to traffic control and evacuation were Santa Barbara City Police Department, Santa Barbara County Sheriff's Department and California Highway Patrol assigned to traffic control and evacuation.

A call was initiated to activate City's Emergency Operations Center (EOC) to prepare for and support this incident.

Objectives:

This drill was designed for two purposes: 1) test the drill objectives in the field; and 2) test the functions of the City's Emergency Operations Center. This report will concentrate on the EOC portion of the drill with some information regarding the field portion.

Field Objectives:

- 1. Evaluate the traffic flow and traffic control technology in regards to evacuation preparedness.
- 2. Test evacuation plans as outlined in the Santa Barbara I-Zone Major Incident Preplan.
- 3. Test the following systems: Reverse 9-1-1, Media and Law Enforcement Preparedness.
- 4. Evaluate the public's evacuation preparedness level.
- 5. Evaluate interagency procedures and communications.

EOC Objectives:

- 1. Exercise and Evaluate the City EOC Facility
- 2. Exercise internal and external communications flow
 - a. <u>Internal:</u> face-to-face, computer, briefings, and planning meetings
 - b. External: radio, phone, fax, computer
- 3. Initiate an Action Plan for the next operational period

One goal was to establish a learning environment to familiarize the necessary agencies with the protocols in communicating from the field into the EOC; as well as communication between the EOC sections.

Participants in the EOC were advised that the drill was an "evaluated practice only" this allowed players to test procedures with a no-fault learning environment. At the same time, evaluators and simulators disseminated and collected information to assess performance of critical tasks during the drill.

The scope of the play required activation of the City's Emergency Operations Center and the staging of an Incident Command Post. It also required the activation of the City's Public Information System, which also consisted of a field Joint Information Center (JIC).

Pre-drill meetings consisted of:

- Agency Planning Meetings: Monthly and weekly meetings were held with all participating agencies to prepare for the drill.
- Evaluator/Simulator Training: The evaluators and simulators were given training on the use of evaluation forms. Simulators were trained on how the use of the Master Sequence of Events to deliver messages into the EOC. Both evaluators and simulators were given an overview of the drill scenario and objectives.
- **Tabletop Exercise:** EOC level players from City Staff and the County Office of Emergency Services participated in the tabletop exercise to discuss decision-making procedures and become familiar with the EOC layout.
- Full-Scale Drill:
 - Field players briefed at the Incident Command Post, 601 E. Micheltorena Street, at 8:00 a.m. Saturday April 28, 2007.
 - EOC staff briefed at the EOC, 215 E. Figueroa Street, at 8:30 a.m. Saturday April 28, 2007

The drill began at 9:00 a.m. with notification through the Reverse 9-1-1 system to the residents. The drill concluded with a hotwash at 11:45 a.m. in the EOC.

Participating Organizations:

Sponsors:

- Santa Barbara City Fire Department
- Santa Barbara City Office of Emergency Services

Co-Sponsors:

- Riviera Association
- Santa Barbara County Fire Safe Council

Federal Agencies:

US Forest Service

State Agencies:

- California Highway Patrol
- CalTrans

Local Agencies:

- Santa Barbara City Transportation
- Santa Barbara City Police Department
- Montecito Fire Protection District
- Carpinteria-Summerland Fire Protection District
- Santa Barbara County Fire Department
- Santa Barbara County Sheriff's Department
- Santa Barbara County Sheriff's Search and Rescue
- Santa Barbara County Office of Emergency Services

Other Organizations:

- 2-1-1 Helpline
- American Red Cross
- Amateur Radio Emergency Services (ARES)
- Emergency Public Information Committee (EPIC)
- Equine Evac
- Metropolitan Transit District (MTD)
- Cottage Hospital
- Marborg Industry
- Reverse 9-1-1 Systems
- Wildland Residents Association
- Boys Scouts
- Montecito Emergency Response and Recovery Action Group (MERRAG)

Number of Participants:

In the EOC:

Players	42
 Simulators/Evaluators 	8
Observers	6
In the Field:	

•	Players	73
•	Volunteers	34
•	Observers/Media	15

Exercise Evaluation:

The exercise was designed to provide participants with an opportunity to assess current capabilities to perform critical tasks within the Emergency Operations Center (EOC) in response to a wildland fire. Through assessment of those capabilities, participants identified strengths, weaknesses, and future training needs.

There was an evaluator for each EOC objective. The evaluators were positioned within the EOC to observe and record exercise events. Immediately following the conclusion of the drill evaluators for each objective relayed their observations and comments. In addition, all EOC participants were provided with an EOC Methodology Evaluation form, which allowed participants the opportunity to provide their own observations of the drill. The EOC evaluations are in the Riviera Evacuation Drill file in the Emergency Managers Office.

In keeping with the "no-fault" nature of this drill, the evaluation embodied in this report examines the procedures, response systems, and communications utilized in this drill. Evaluator observations focus primarily on overall section action and the interaction between EOC sections rather than on individual players.

Chapter 2: Exercise Goals and Objectives

The City of Santa Barbara established the following goals and objectives for this drill. Chapter 5 of this report outlines the City's performance responding to these stated goals and objectives.

- All exercise goals were demonstrated during the drill play and ultimately accomplished.
- Through demonstration of these objectives, the exercise players successfully simulated an effective response to the scenario events. At the same time, exercise play revealed ways that future responses could be made more effective.
- Goal 1: Test the Emergency Operations Center (EOC) Facility.

Objective: Demonstrate the functionality of the current City EOC Sectional layout.

Goal 2: Test communication flow.

Objective 1: Demonstrate the external flow of information from the field Incident Command Post into the EOC.

Objective 2: Demonstrate the internal flow of communication between

- EOC Sections
- EOC and Policy Group
- EOC public information section communication

Goal 3: Test the ability to create an Action Plan for the next operational period.

Objective: Demonstrate the communications between the Planning/Intelligence Section and the other EOC sections; as well as assisting the Policy Group in creating an Action Plan for the next operational period.

Chapter 3: Exercise Events Synopsis

Scenario

The events depicted in the scenario take place in the urban interface of the Riviera area within the City of Santa Barbara. The imminent threat of wildfires in this area is a continual source of concern to the City's first response agencies and the residents.

The scenario takes place on a spring day with very hot and dry conditions. There have been many Red Flag Warnings leading up to the day of the fire.

Full-Scale Component: Morning/Afternoon

0800 Initial Briefing at the Incident Command Post

0810 On Saturday, April 28, 2007, at approximately 8:10 am a report of smoke seen in the area south of Las Canoas Road near Foothill Lane was dispatched. Santa Barbara City Fire Engine identified a large plume of smoke in the area below Las Canoas near Foothill Lane moving in a southwesterly direction. Visuals have set the fire at approximately 150 acres with numerous homes already on fire. Initial resources dispatched to the fire are three (3) Santa Barbara City Fire Engines, three (3) Santa Barbara County Engines, and one (1) Montecito Fire Engine. Upon arrival at the scene the fire is reported at approximately 150 acres and moving rapidly towards the East Las Tunas area. The Incident Commander (IC) set up the initial Incident Command Post (ICP) at St. Francis Hospital, 601 E. Micheltorena Street.

0820 Fire Chief in discussion with City Administrator makes the decision to open the City EOC.

0830 Initial Brief at the Emergency Operations Center (EOC)

0835 Initial information from the field - fire is continuing to move towards the homes in the Las Tunas Area and threatening more homes in the area of Santiago Road and Mission Ridge Road. The Incident Commander is issuing evacuation orders for the areas south of Las Tunas Road and down into the Riviera area.

0845 Marymount School is in the potential fire path and classes are in session. Marymount has been notified of the fire and advised to evacuate students per their emergency evacuation plan.

Santa Barbara School District notified of incident and EOC requests a Liaison from the School District.

Both Brooks Institute and Roosevelt School are in session.

<u>IC to Dispatch</u> - The IC has initiated the Santa Barbara I-Zone Major Incident Preplan for evacuation of the Riviera area. The Incident Commander has divided the fire into 2 divisions. Division Z is the west flank and Div A is the east flank. The IC is requesting 1 strike team of Type 3 engines and 4 strike teams of Type 1 engines. They are requesting that 1 Strike Teams be assigned Division Z. The 4 Type 1 Strike Teams will be staged at Santa Barbara Junior High, 721 E. Cota Street for assignment for structure protection. Law Enforcement is needed to evacuate the area below Mission Ridge, from Tremonto Road to Loma Media Road; including all of APS (Alameda Padre Serra).

0900 IC requests helicopter through unified command. Contacts EOC to see if permission can be given for a flyover to assess the situation and start water dropping.

<u>EOC Operations to EOC Manager</u> Do we need special permission for helicopter to do aerial surveillance and start water dropping. Get a time ETA to IC ASAP. Helicopter ordered through unified command and will be in place at approximately 1000 hrs. IC requests helicopter through unified command.

<u>EOC Operations to EOC Manager</u> Need special permission for helicopter to do aerial surveillance and start water dropping. Get a time ETA to IC ASAP. Helicopter ordered through unified command and will be in place at approximately 1000 hrs

0930 <u>IC to EOC Operations</u> – Search and Rescue reports horses and residents in the Upper Las Canoas area that need to be evacuated.

<u>IC to EOC Operations</u> - Weather taken on site show winds increasing to northeast at 40 mph, temperature at 93 degrees and relative humidity at 6%. 10 hour fuel moisture taken from the Montecito Remote Automatic Weather Station is at 4%.

The fire is reaching the Alameda Padre Serra area with zero percent containment. Based on the current fire weather conditions fire growth is expected to continue across APS and towards the County Bowl with another 200 – 300 homes threatened in the APS area.

<u>ICP to EOC Operations</u>- The main fire activity is on the west end and spreading towards APS at Arguello Road. Additional law enforcement units have arrived on scene and have been ordered to evacuate neighborhoods in the direct path of the fire and assist with trapped residents.

0945 <u>ICP to EOC Operations</u> – Field unit report numerous people are reported gathering at Mission Park to watch the fire. IC requests assistance from Park Rangers to close the park.

<u>Field Officer to Dispatch</u> - Traffic controls points are needed at Garden and Mission, Garden and Los Olivos, and Garden at Pedregosa Streets due to numerous vehicles on the road. There is a head-on collision at Laguna and Pedregosa Streets.

<u>City PIO to Director of Emergency Services</u> – Media is requesting interview with fire personnel and mayor.

<u>ICP to EOC</u> – Field units report that a private school is trapped at the Mission, their bus is not able to get back up to the Mission. They need to evacuate 25 children and 5 adults as soon as possible. Also, parents are trying to get to Roosevelt School for the children. What is the School District advising parents to do? Need more assistance with traffic control points.

0945 <u>IC to EOC Operations</u>- The IC is requesting a fire weather forecast for the incident. A citizen called in concerned about the fires impact on the historic resources at the Mission and the Mission Ruins.

1000 EOC Briefing

Helicopter 530 has arrived on scene and is water dropping on the south western perimeter of the fire. ICP to EOC Fire Operations - Fire personnel have been able to control the easterly spread of the fire. The head of the fire is still burning in a southerly direction. The fire is estimated at 200 acres at this time. The main fire front continues to move toward APS.

<u>ICP to EOC Operations</u> - Weather taken on site show that winds continue at 40 mph from the northeast, temperature is at 95 degrees with relative humidity has increased to 7%.

<u>ICP to EOC PW Operations</u> - IC reports that water pressures in the fire area is dropping and is requesting PW water resources to redirect water flow to provide needed water pressure.

1015 <u>ICP to EOC Fire Operations</u> - The IC reports a flare up on the eastern perimeter of the fire from a grove of eucalyptus trees on the 900 block of Tremonto Road. The main fire front is moving through the El Encanto Road area and is moving towards APS.

<u>ICP to EOC PD Operations</u> – Field report that residents along Las Tunas have been evacuated. At least two (2) residents along Tremonto Road have chosen to stay and protect their homes.

1030 <u>ICP to EOC Planning</u> - Weather taken on site show winds continue to stay at 40 mph, temperature at 98 degrees with relative humidity at 8%.

1045 <u>ICP to EOC Fire</u> - Looks like fire is continuing along the north side of APS and according to the weather service Sundowners are expected at approximately 1530 hours this afternoon.

1145 Drill called...

Chapter 4: Analysis of Mission Outcomes

Emergency Management

<u>Direction and Control of City Response</u>

Comments below are from assigned observers and evaluators.

- The agency participants effectively demonstrated the capability to manage a wildland fire incident. Activation of the Emergency Operations Center (EOC) was accomplished through a pre-scheduled activation order. The Field component of the drill was accomplished by pre-designating an area for the Incident Command Post (ICP).
- The EOC was staffed primarily with City staff with limited participation by the American Red Cross, ARES, and the Metropolitan Transit District (MTD). The EOC was fully operational at the start of the drill and maintained operations for 3.5 hours.
- The field Incident Command Post and EOC demonstrated good coordination in controlling response operations. The Policy Group managed key decisions, such as setting the goals for the initial operational period. Problem solving was accomplished as a team.
- The EOC activated all SEMS Sections. Communication was slow during the initial part of the drill but then each Section was able to come together and make decisions. Communication was a big issue between the EOC Sections. Messages were not being routed properly. The simulators were put on hold which slowed the flow of messages going into the EOC.
- No Liaison Officer was assigned as Agency Representative, which left the participating outside agencies looking for information on City policy. There was confusion regarding terminology used by the EOC staff and the outside agencies. For example, the Red Cross was using staging area for evacuees, which was being confused with staging area used by the field ICP.
- As a result of the scenario presented, the Policy Group did work with the Planning Section Chief on planning for the next operational period. Potential issues discussed included, closure of Highway 101; evacuation of schools, possible evacuation of more homes and future disruptions of water resources, etc. The Logistics and Finance Sections worked together to consider logistical needs to support the incident. The Operations Section, consisting of Fire, Police and Public Works began to work together on looking at potential impacts then communicating those concerns to the Planning / Intelligence Section.

Players commented on:

- The inability to communicate via radio Communications between the EOC and the field were limited.
- Not enough staffing, Operations Sections especially found themselves overwhelmed within a short time.

- The need for more than one phone for each EOC Section to get information out and get calls in; especially since there is no cell service within the EOC.
- EOC is limited in size; more work space is needed.
- Not able to use write on boards for status tracking because of the layout of the EOC.
- Not enough training on the technology used in the EOC.
- More training on use of various EOC forms.

Public Information

The EOC demonstrated the ability to activate both the PIO function at the EOC and Joint Information Center (JIC) in the field and direct public information activities. The JIC was established at the traffic control point at Laguna and Los Olivos, near the Santa Barbara Mission. The JIC was staffed with Public Information Officers from Santa Barbara City, Santa Barbara City Fire, Santa Barbara City Police, CHP, American Red Cross, and Santa Barbara County Fire.

The Lead PIO in the EOC was assigned to the Policy Group and kept in close communication with the field PIO officers. PIO's conducted interviews with the media and political officials at the field JIC. Within the EOC, the PIO coordinated approval of releases by the City's Director of Emergency Services and the Policy Group. Scripts were provided by the PIO for the political players during the drill.

The Lead PIO received instructions and guidance from the Director of Emergency Services and the Policy Group on press releases that were needed to alert the public about key decisions such as advice on sheltering, evacuation routes, and safety tips.

The media worked with the Lead PIO on distributing information in real time; which included a scroll line for television and real time announcements with participating radio stations.

Chapter 5: Analysis of Critical Task Performance

The following review of the report findings by key officials from the participating agencies (during the debriefing meeting), define the actions that will be taken to address the recommended improvement and include action, responsible party and timeline for completion.

Goal 1: Test the Emergency Operations Center Facility.

Objective: Demonstrate the functionality of the current City Emergency Operations Center.

Discussion: The following are observations by an evaluator assigned to this objective.

- Staffing of the Emergency Operations Center was questionable at times; no standard identification for Emergency Operations Center staff.
- The Emergency Operations Center is located in the basement of the Police Department and is not sufficient for a sustained operation.
- The Emergency Operations Center is also located downtown in a very congested area with limited parking in the Police parking lot and on the street.
- Not a dedicated Emergency Operations Center; it doubles as a police briefing and training room. Does not have dedicated conference room for break out meetings.
- The Emergency Operations Center does not have adequate spacing (50 sq. ft. per staff person). The floor space is half of the recommended size.
- The activation, layout, and set up of the Emergency Operations Center were readily available.
- The restroom facilities in the Emergency Operations Center are not adequate for sustained operations. Facilities are limited. There is an elevator available to make the Emergency Operations Center compliant with Adults with Disabilities Act.

Recommendations and Improvements

- **Rec. 1** The City Office of Emergency Services will establish procedures and protocols for proper identification of Emergency Operations Center staff.
 - Action 1 The Emergency Services Manager will work with the Human Resources Manager to look at creating a security pass for all City Employees. January 2008.
 - Action 2 The Emergency Services Manager will work with the City's Emergency Managers Task Team to work on procedures for Emergency Operations Center security; not only in the Emergency Operations Center, but in the alternate Emergency Operations Center.

 September 2007.
- **Rec. 2** The Emergency Services Manager in conjunction with the City's Emergency Management Task Team will establish a feasible Emergency Operations Center layout.

Action 1

The Emergency Services Manager will work the City's Emergency Managers Task Team, Emergency Operations Center Design Subcommittee, to look at the Emergency Operations Center layout and staffing to maximize the amount of space that has been allocated for the Emergency Operations Center, then test the layout with a Functional Exercise.

September 2007

Functional Exercise to test EOC layout scheduled for fall 2008

Goal 2: Test communication flow.

Objective 1: Demonstrate the external flow of information from the field units into the Emergency Operations Center .

Discussion: The following are observations by an evaluator assigned to this objective.

- EOC in contact with Field IC within 15 minutes of the drill.
- An Incident Command Post set in the field, communication flow good between ICP and EOC; updates by radio were limited.
- Operations staff was critically understaffed; staff not able to take notes and answer phones; simulators placed on hold several times.
- Room was a dead spot for cell phones and radios.

Recommendations and Improvements

Rec. 1 Due to the size of the Emergency Operations Center more staff is not feasible at this time. Communication issues will need to be addressed before the next exercise.

Action 1

The Emergency Services Manager will work with the City Electronic Maintenance Supervisor to look at communication issues in the Emergency Operations Center.

June 2007.

Objective 2: Demonstrate the internal flow of communication between the EOC Sections and the EOC and Policy Group. Test the public information section of the Emergency Operations Center.

Discussion: The following are observations by an evaluator assigned to this objective.

- Clear objectives were given by the OES Directory and Policy Group.
- Sit Stat boards slow in being used/developed. Section Briefings clear and informative.
- Sections adjusted well as exercise progressed and as demands increased.
- Slow start in documentation as drill began, but improved towards the end of the drill.
- There were press releases available early on; the 2-1-1 information system website was established early.
- Documentation needs runners, one person not enough to scribe and deliver information.
- Extensive discussion between players about course of action was observed. Pro-active information passed to other sections.
- Planning/Intelligence had good interaction with other sections; especially Operations.

Recommendations and Improvements

- **Rec. 1** More training needs to be done to assist the Emergency Operations Center players with the tools of the Emergency Operations Center, i.e., computers, phones, forms, etc.
 - Action 1 The Emergency Services Manager will work with the Emergency Management Task Team to set up quarterly trainings to address the training needs within the Emergency Operations Center.

 July 2007
 - Action 2 The Emergency Services Manager will work with the County Office of Emergency Services to bring in Emergency Operations Center presenters/trainers to assist with training of EOC Players. September 2007
- **Goal 3:** Test the ability to create an Action Plan for the next operational period.

Objective: Demonstration the communications between the Planning/Intelligence Section and the other sections, including the Policy Group to create an Action Plan for the next operational period.

Discussion: The following are observations by an evaluator assigned to this objective.

- Early in the drill defined initial goals and objectives.
- Clear instruction/direction by the Emergency Services Director to the Emergency Operations Center staff.
- The Public Information Officer function produced three (3) news releases and made plans for public official/ elected officials appearances.
- The City proclaimed a local declaration of disaster early.
- An Action Plan was initiated, which considered staffing for the next operational period.

Recommendations and Improvements

None

Part 6: Conclusions

This drill was the first full-scale exercise where the City has utilized a full-time Emergency Services Manager. Participants responded to a simulated urban interface wildland fire in a highly populated area of the Riviera in Santa Barbara City. Exercise Participants demonstrated an initial capability to:

- Assess an emerging fire event
- Establish flow of communication between the field Incident Command Post and the Emergency Operations Center
- Institute coordinated emergency management within the Emergency Operations Center
- Establish public information within the first operational period
- Establish objectives for the Emergency Operations Center Sections and create an Action Plan for the next operational period.

Exercise participants completed all planned exercise objectives. The participants were able to establish communications with field command and disseminate pertinent information to the Emergency Operations Center players. An Action Plan was prepared for the initial operational period while working on objectives for the next operational period. The participants were also able to identify shelters and sheltering areas, staging areas, path of fire, evacuation routes, and secondary staging areas.

Exercise participants identified several lessons learned for improvement in the City's ability to respond to a wildland fire incident. Recommendations include, but are not limited to:

- Review procedures and protocols for EOC security
- Try to expand the scope of EOC staffing
- Review the EOC layout; consider an alternate location with more space
- Review training needs for EOC staff and implement
- Review technological needs within the EOC, such as GIS software, etc.

The City can use the results of this exercise to further refine plans, procedures and training for a wildland fire incident. The City will look at the possibility of mass sheltering, infrastructure issues, such as water pressures, air quality, etc., and communications.

Follow-up exercises will test specific improvements instituted as a result of this exercise and will include a focus on public measures. Planning will also include communication with outside government agencies and other cities.

IMPROVEMENT PLAN MATRIX

GOALS / OBJECTIVES	RECOMMENDATIONS	ACTIONS	EST. TIME OF COMPLETION
Goal 1: Test the Emergency Operations Center (EOC) Facility.	Rec. 1 The City Office of Emergency Services will establish procedures or protocols for security within the EOC to ensure only EOC staff are part of the operations.	Action 1 The Emergency Services Managers will work with the Human Resources Manager to look at creating a security pass for all City Employees.	January 2008
Objective: Demonstrate the functionality of the current City EOC.		Action 2 The Emergency Services Manager will work with the City's Emergency Managers Task Team to work on procedures for EOC security; not only in the EOC, but in the alternate EOC if necessary.	September 2007
	Rec. 2 The Emergency Services Manager in conjunction with the City's Emergency Management Task Team will establish an EOC layout that is feasible.	Action 1 The Emergency Services Manager will work the City's Emergency Managers Task Team, EOC Design Subcommittee, to look at the EOC layout and staffing to maximize the amount of space that has been allocated for the EOC. Then test the layout with a Functional Exercise.	Fall 2008
Goal 2: Test communication flow.	Rec. 1 Due to the size of the EOC more staff is not feasible at this time The communication issues will need to be addressed before the next exercise.	Action 1 The Emergency Services Manager will work with the City Electronic Maintenance Supervisor to look at communication issues in the EOC.	July 2007
Objective 1 Demonstrate the external flow of information from the field units into the EOC.			

IMPROVEMENT PLAN MATRIX

GOALS / OBJECTIVES	RECOMMENDATIONS	ACTIONS	EST. TIME OF COMPLETION
Objective 2: Demonstrate the internal flow of communication between the Coordinators and between the EOC and the Policy Group. Also, test the public information section of the EOC.	Rec. 1 More training needs to be done to assist the EOC Players with the tools of the EOC, i.e., computers, phones, forms, etc.	Action 1 The Emergency Services Manager will work with the Emergency Management Task Team to set up quarterly trainings to address the training needs within the EOC. Action 2 The Emergency Services Manager will work with the County Office of Emergency Services to bring in EOC presenters/trainers to assist with training of EOC Players.	July 2007 September 2007